



"Greater energy and greater passion is more extraordinary than greater genius."

— Lt. General Arjun Ray, (Retd.), PVSM, VSM

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Dear Friends,

The Four Rs of leadership

As one uses the New Year tradition of making resolutions, to become more effective practitioners of our beliefs, we would do well to review the achievements and challenges of the past. An honest review can only come from **reflection**. This is a process of thinking which requires us to evaluate with great honesty, how far we have come in our leadership journey. One must go over our aims and objectives....how many have been achieved and what distance has yet to be covered. This will provide us with a fresh map for the New Year's undertakings. While reflecting, we must look forward, to detect where priorities need to be re-adjusted, and our concept of success be refreshed or altered.

Relationships need to be strengthened, new ones need to be forged and a hard look needs to be taken at delegating or taking up fresh tasks. We live in an age where the team is the strongest factor in a project, a mission or problem solving exercise. The leader looks upon each member of her team without fear or favour, and puts her own shoulder to the wheel when necessary.

The onus is on the leader to nurture in every one, a sense of belonging. When each member of an organization feels important, needed, wanted and secure, he or she feels this sense of belonging. With this comes loyalty, dedication to the cause and an unflinching sense of mission.

A successful leader, ever sensitive to individual needs, strengths and weaknesses of those who look up to her, will include, delegate, encourage and support each member or group within the organization. The leader herself is strengthened by commitment and respect from others. Her own sense of belonging and purpose is strengthened by respect from the group.

By belief and example the true leader must show **resilience**. The path to success in any enterprise is never easy. When impediments and challenges rear their heads, the leader must assume and use all her powers patience and perseverance. Courage and optimism in the face of repeated failure are the marks of a true leader. Persistent belief in one's goals and a dogged determination, in spite of setbacks, inspires the team as nothing else can.

Responsibility is a competency, which must be rooted in a leader's persona. It is nurtured by effective parents and used in schools to build character. It develops with time and opportunities and influences others positively. The exercise of responsibility builds confidence and maturity and contributes to the morale of a team. Its greater contribution to one's own moral and social growth cannot be overstressed.

As we move into 2014, my good wishes to each member of the Indus family goes out with the hope that we will not only be prepared for all challenges, but will seek new ones in the work we do and the goals we seek. May our institutions continue to build a peaceful, just and sustainable world for our children.

With warm regards,

A handwritten signature in black ink that reads "Arjun Ray". The signature is written in a cursive style and is underlined with a single horizontal line.

Lieutenant General Arjun Ray, PVSM, VSM (Retd.)
Chief Executive Officer
Indus Trust